

State of Utah

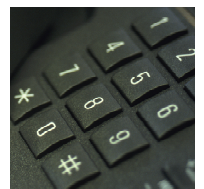
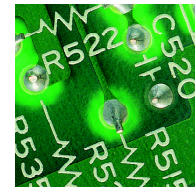
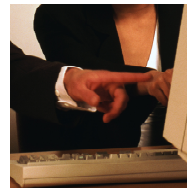
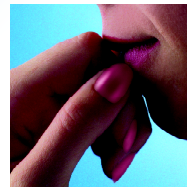
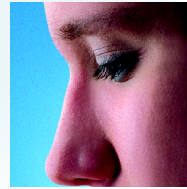
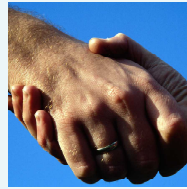
# e-GOVERNMENT

## Strategic Plan

FY2007-FY2009

### Needs Assessment

**Providing Integrated,  
Secure, One-stop  
Customer-centric  
Services**



## **COMMENTS**

Please direct comments and suggestions on this document to:

Robert Woolley via e-mail at [bwoolley@utah.gov](mailto:bwoolley@utah.gov) or by phone at (801) 538-1072  
or to:

Dave Fletcher via e-mail at [dfletcher@utah.gov](mailto:dfletcher@utah.gov) or by phone at (801) 538-3476



State of Utah  
Department of Technology Services  
1 State Office Building, Sixth Floor  
Salt Lake City, Utah 84114  
801-538-3833



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## INTRODUCTION

Government agencies are continuously building and improving e-government Web sites, operating on the assumption that these sites provide added value for citizens and are aligned with citizen expectations of government services on the Internet. The original vision for e-government was to view the Internet as a low cost, comprehensive, and uncomplicated way for citizens to obtain access to government information and services. Each year on a national basis more citizens are using the Internet to obtain government services and that adoption rate is expected to grow.<sup>1</sup> None the less, growth and adoption is directly related to e-government understanding and meeting the needs of its citizen and business clients.

This needs assessment is based on information from four basic sources, and conclusions have been drawn based upon this data and experience with e-government in Utah:

- Literature reviews regarding e-government utilization patterns and customer needs (Pew and Forrester Research groups).
- Research reports that are based on citizen focus groups that assess actual citizen requirements (Mitre Group).
- Working experience with e-government services and resources in Utah, including the Governor's major focus areas as well as those of the agencies.
- Actual user data from a study by SmartUtah and Kagel Research Associates.<sup>2</sup>

## WHAT IS E-GOVERNMENT?

Utah e-government refers to the use of information and communication technology by government to exchange information and services with citizens, businesses, and other government entities via the Internet. The most important benefits of e-government include improved efficiency, convenience, and better accessibility to public services. The primary emphasis of e-government in this plan is to serve the public.

## TODAY'S UTAH E-GOVERNMENT ENVIRONMENT

The citizens of Utah are among the most computer literate in the United States, with correspondingly high expectations for the IT-enabled delivery of State services. In a very short time the Internet has become a primary channel for the delivery of government services. For example, from its inception through August 2005, Utah citizens had renewed over one million vehicle licenses using the online channel. Utah's One-stop Business Registration Service, which has significantly eased the challenges of starting a new business, has contributed to a more business-friendly environment. And these are simply a few of over 550 online services provided by the State. This growing portfolio of e-government applications is the result of an evolving strategy designed by agencies working in cooperation with IT planners to keep Utah in the forefront of modern digital technology to more fully serve its citizens. While this growth in applications and services is commendable, it raises new issues for how citizens find and access these services, and if the services are aligned with citizen needs and preferences.

The State of Utah has identified broad characteristics that define successful e-government from a citizen perspective, including:

**Convenience and Satisfaction:** People have a choice of channels to government information and services that are convenient, consistent, easy to use, and deliver what they want in a way that suits their needs.

**Integration and Efficiency:** Information and services are integrated, packaged, and presented to minimize cost to government and users, and improve results for constituencies.

**Trust and Participation:** Government information is authoritative, reliable, and secure. Citizens and government agencies are willing to share information across organizational and types of government boundaries. People are better informed and better able to partner with government in achieving desired outcomes.

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## ALIGNMENT WITH STATE BUSINESS OBJECTIVES

### STATE BUSINESS ALIGNMENT

Governor Huntsman, his staff, and the Cabinet have identified four major focus areas for the current State of Utah administration: economic revitalization, education, quality of life, and governance. Each of these focus areas depends significantly—directly or indirectly—on the quality, effectiveness, responsiveness, and efficiency of the State’s information technology resources and infrastructure used in support of e-Government services.

#### Major Focus Areas for Current State of Utah Administration

**Economic Revitalization**—A state where we seek enhanced economic freedom for all Utah citizens by creating a business friendly atmosphere and a place where technology and innovation can thrive.

**Education**—A state where teachers feel satisfied and appreciated, parents feel empowered and involved, and our education system matches our children’s dreams with their unique, individual abilities.

**Quality of Life**—A state where we look toward securing the future needs of our citizens by protecting our environment, enhancing our transportation and water systems, improving access to healthcare services, and decreasing the number of uninsured.

**Governance**—A government where we are efficient and effective in delivering services to our citizens and businesses.

## AGENCY BUSINESS ALIGNMENT

In April of 2006, a State Government Cabinet Retreat was held to assess important business and technology issues affecting the State and to provide Cabinet-level guidance for addressing these issues. The key themes from this retreat, with direct implications for Utah e-Government, were summarized as follows:

**e-Government**—There is a compelling need to continue to move in the direction of IT-enabled, e-government services for the citizens of Utah. This requires added focus on advanced networking and Web portal skills and solutions, effective data management approaches, and a focus on security and information protection capabilities that can provide appropriate protection without unnecessarily complicating citizen access.

**Business Process Optimization**—There is a compelling need to improve the efficiency of business processes across all State government functions. This requires added focus on business analysis, process modeling, and process optimization skills and resources; increased focus on best-practice methods and solutions; and, increased focus on the Business Process Layer of the State's Enterprise Architecture.

**Enterprise Integration Planning**—There is a compelling need to improve the State's ability to integrate functions and processes across agencies to improve operating efficiency, agility, and responsiveness to stakeholder needs, especially the shared service needs of State agencies and the citizens of Utah.

## SERVICES IN A FLATTER AND VIRTUAL WORLD—LEVELING THE PLAYING FIELD

Historically it has been necessary to view the state in terms of rural and urban areas with wide variations in available services. Some areas of the state enjoyed economic advantages due to their proximity to resources and infrastructure. While that may still continue to be true for the immediate future, in some areas it is becoming less true for technology access. High speed Internet services, for example, are now available in most areas of the state.

Why does this matter? Because it allows citizens to consume government and other services and add value irrespective of location. It flattens the playing field<sup>9</sup> based upon the ubiquitous availability of technology infrastructure. A programmer in Moab can be just as effective as a programmer in Salt Lake City if both have equitable access to the communications infrastructure. Similarly, a citizen in a rural area can have their needs for government services and information satisfied as effectively as a citizen in a large urban area. The globalization phenomenon taking place on a worldwide basis is also taking place in Utah.

For the State to effectively align with citizens, this "flattening" phenomenon is an external global trend that cannot be ignored. Providing e-government services for citizens requires sensitivity to global and other technology trends impacting those citizens. It also requires a basic recognition of how citizens prefer to obtain government services and information.



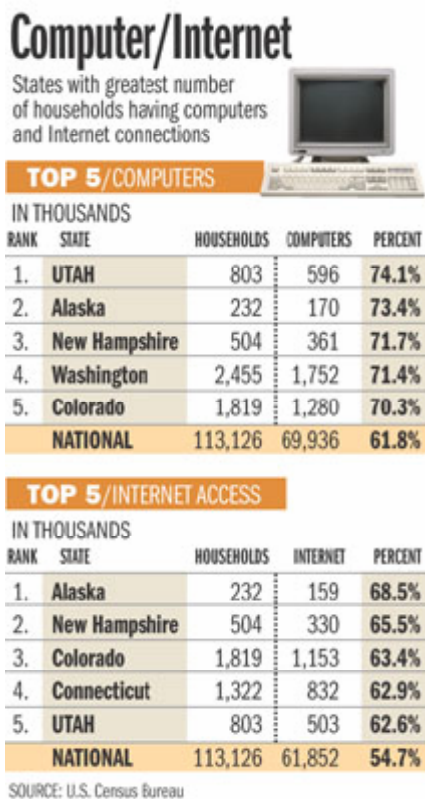
## CITIZEN USE OF THE INTERNET

The Pew Research Center, a research group that focuses on Internet use, has released a number of reports that profile the Internet use of citizens in the United States. These reports are extensive and provide useful insight into how Internet users, who are potential e-government users, currently employ the Internet. The most recent Internet penetration study<sup>4</sup> from Pew indicated that 73% of all adults have used the Internet through April 2006. Another report suggests that over 81% of children ages 12 to 17 use the Internet.<sup>5</sup>

### STATE CHARACTERISTICS

Utah was ranked as number one in computer availability and in the top five for Internet access according to the US Census Bureau.<sup>6</sup> This statistic is indicative of the potential reach and impact of e-government services in Utah.

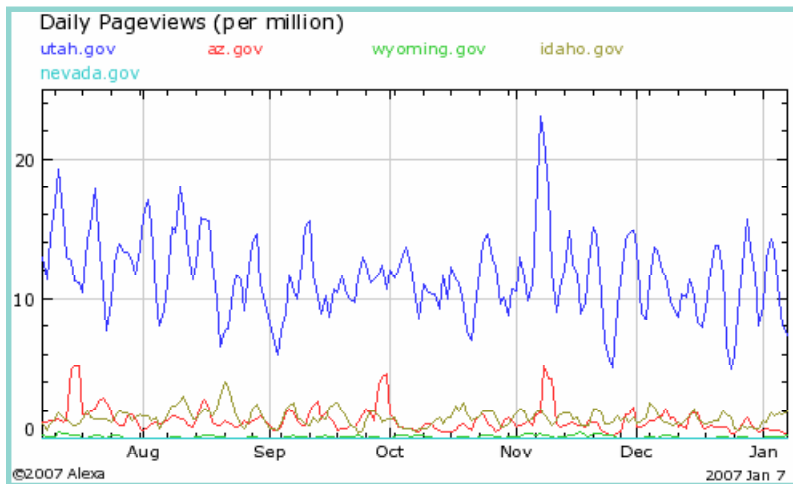
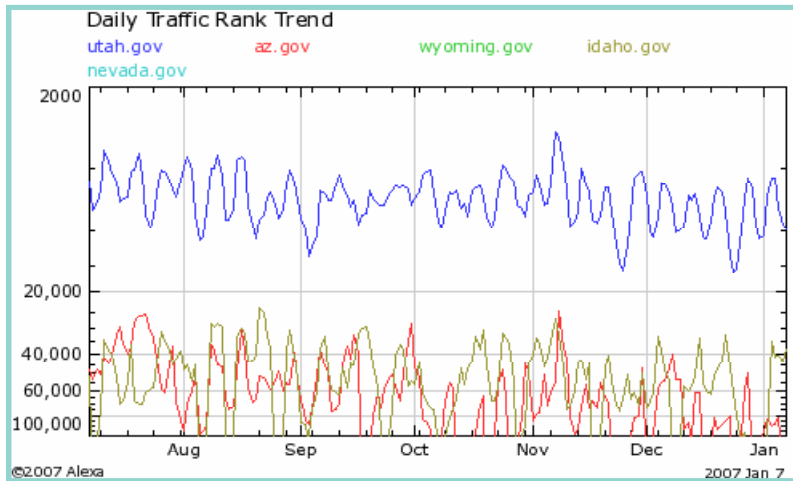
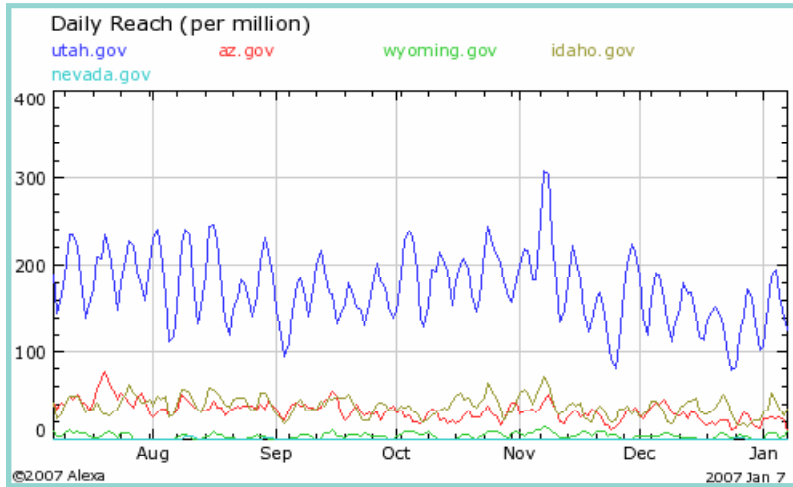
**Figure 1: Household Computers and Internet Access**



#### Major Findings Summary for Utah<sup>7</sup>

- Utah Internet users are more educated and have higher incomes than the population in general:
  - Are 25-54 Years of Age
  - Have Incomes Generally More Than \$75,000 Per Year
  - Are Likely to be Married
  - 85% Have Some College Education, or are College Graduates
  - Live in Urban Areas
  - More Likely Male than Female
- Most users connect to the Internet on a daily basis at home. Broadband utilization is growing rapidly.
- Users get on the Internet for research, information, banking, shopping, travel, and government services.

Utah Web resources are also similarly used by citizens. In fact, among the States adjacent to Utah, [www.utah.gov](http://www.utah.gov)—the official State Web site—has some impressive usage statistics, as illustrated in Figure 2.

**FIGURE 2: UTAH.GOV INTERNET UTILIZATION STATISTICS**

These statistics are indicative of a much higher level of use of government services than might be expected, reflective of the technology awareness and adoption of e-government services by Utah citizens.

These statistics are indicative of a much higher level of use of government services than might be expected, and are reflective of the technology awareness and adoption of e government services by Utah citizens. Colorado and Arizona represent a fairly typical mean in terms of reach. Utah's reach for the utah.gov

site is three times as great as either of these neighboring states. Utah's population is smaller than both, which implies a per capita reach of over six times the norm for surrounding states. The number of services offered in Utah is also substantially greater, with corresponding citizen adoption rates that are driving utilization of e-government services.

## CITIZEN USE OF THE INTERNET

Pew suggests that "the online world mirrors the offline world. People bring to the Internet the activities, interests, and behaviors that preoccupied them before the Web existed."<sup>8</sup>

**Figure 3: Internet Activities**

This is How Many Americans Have Ever Done These Activities	
97 million	Internet users have used government Web sites
93 million	have used the internet for health or medical purposes
84 million	got political news and used the internet to participate in the 2004 campaign
83 million	have bought products online
82 million	have used the internet for religious and spiritual purposes
48 million	have used email for spiritual or religious discussion (many were making prayer requests or responding to prayer requests)
38 million	have sent email to government officials to try to influence policy decisions.
36 million	have become members of online support groups
Source: Pew Internet Project. Totals are for Americans age 18 or older.	

### Utah Internet Use<sup>9</sup>

Citizens Use the Internet for:

- Research 80.6%
- News 69.6%
- Financial/Banking 57.1%
- Shopping 52.9%
- Travel 46.1%
- Government Services 37.2%
- E-mail 30%

Non Utah.gov users also reported that they were afraid to use government services online or simply thought that it would be too difficult. About one in four users in the Kagel study sample used utah.gov at least a few times per month. This is interesting considering the high reach statistics for utah.gov reported in Figure 2. It is likely that the usage trends since the Kagel study have increased based upon reach and page views.

Use of government Web sites was the most frequent Internet activity identified in the report by Pew.<sup>10</sup> In a report entitled *How Americans Get in Touch With Government*, Pew reports that "...77% of Internet users ... have at some time gone online to search for information from government agencies or to communicate with them."<sup>11</sup> The same report suggests that Internet users are experiencing greater efficiencies when dealing with government online and 59% feel that the Internet has helped their relationship with government.

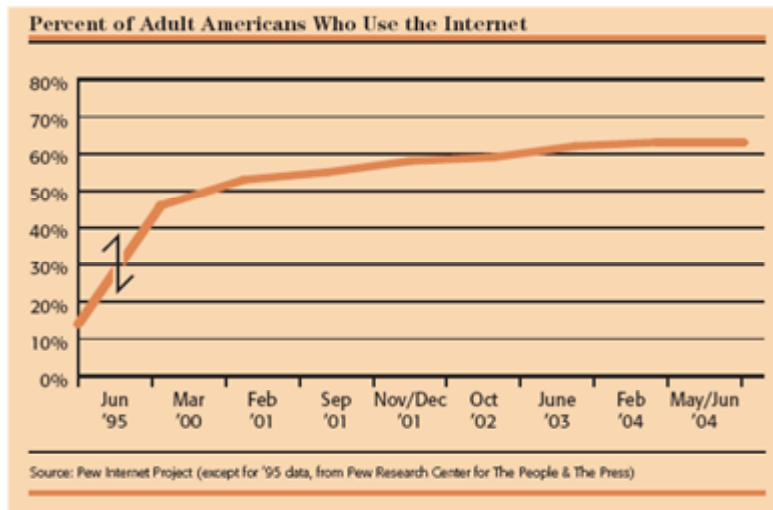
Pew suggests that "the Web has become the 'new normal' in the American way of life; those who don't go online constitute an ever shrinking minority."

Pew also reports that people use the Internet because it makes them feel more productive and connected. Citizens tend to want to see real, immediate, and practical value. Convenience is another major driver for the Internet and, by inference, e-government use. Pew also states that "the Internet enhances the relationship of citizens to their government."<sup>12</sup> As a consequence, e-government applications are growing in popularity. The convenience and usefulness of government sites is improving citizen perceptions of how government functions and performs.

At the same time, the more the Internet is used, the more people tend to expect of it. For most frequent users, Internet access is a utility, and not a novelty. Pew reports that citizens feel that the Internet has improved their dealings with government. That being the case, what do citizens expect of e-government and require for it to be an effective service that meets their needs?

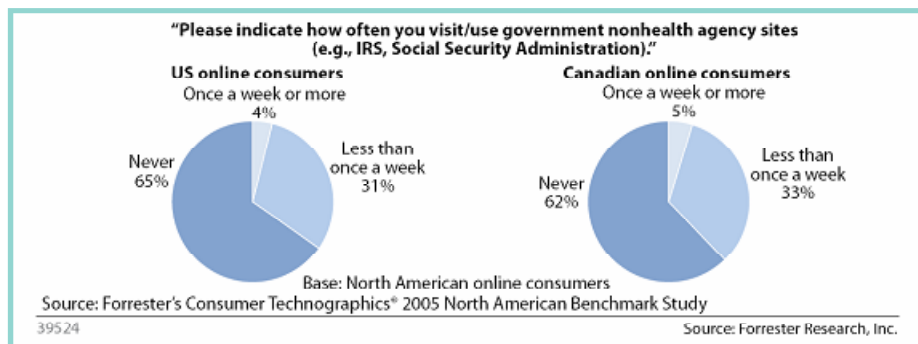
Forrester has recently reported that while citizen use of government Web sites is growing, the adoption rate remains relatively low. Figure 4 represents the number of US and Canadian citizens that have visited government Web sites of all kinds.

**Figure 4: Percent of Adult Americans Who Use the Internet**



Utah.gov utilization has grown, based upon the high levels of citizen adoption to obtain vehicle, hunting, fishing, and business licenses, as well as tax applications, to name a few. The reach statistics in **Figure 2** are indicative of higher utilization and adoption today than what the Kagel report found in 2004. Internet utilization by citizens has been estimated as high as 75% by a number of analysts, and broadband usage may be as much as 5-10% above the numbers reported by Pew and Forrester.

**Figure 5. US and Canadian Consumer Use of Government Web Sites 2005**



Based on the Forrester data, a little over one third of Canadian and US consumers visit government Web sites.<sup>13</sup> This same study also looks at the demographics of customers that tend to use government Web sites, as illustrated in Figure 6.

Government Web site users in the Forrester study have some distinct characteristics, attitudes, and behaviors. Citizens that use e-Government Web sites are:

**Similar in Age to Nonusers:** There is no significant difference in age, with an average age of 42 and a slight US gender bias in that males are more likely than females to have used government portals to access services.

**More Educated and Affluent:** E-government users are more likely to be college educated, and 38% of U.S. government site visitors have an average household income of \$75,000. By contrast, only 32% of U.S. citizens that do not use e government services have an average household income greater than \$75,000.

**Technologically Sophisticated:** Users of e-Government services tend to make technology a bigger part of their lives. Over 49% of U.S. users have broadband services, and only 41% of those do not use government Web sites.

Utah user frequency characteristics—as reported in the Kagel report<sup>14</sup>—indicated the following:

- 1.5% Use site daily
- 5.8% Weekly Plus
- 5.1% Weekly
- 22.6% Monthly Plus
- 59.1% Rarely
- 5.8% Never

The Kagel report also identified usage patterns specific to the utah.gov portal site that are indicative of major activities that citizens use on the site:

- |                    |      |
|--------------------|------|
| • Job Search       | 5.8% |
| • Car Registration | 5.5% |
| • Parks/Recreation | 4.0% |
| • Taxes            | 3.6% |
| • Laws/Legal       | 3.3% |
| • Events           | 3.3% |
| • Licensing        | 3.3% |
| • Real Estate      | 2.8% |
| • Forms            | 1.5% |
| • Legislative      | 1.8% |
| • Healthcare       | 1.5% |
| • School Related   | 1.5% |
| • Environmental    | 0.4% |



**Figure 6. Demographic Characteristics of e-Government Web Site Users**

	US online consumers		Canadian online consumers	
	Has visited a government Web site	Has never visited a government Web site	Has visited a government Web site	Has never visited a government Web site
Age	45	45	42	44
Average household income	US\$70,256	US\$63,248	C\$55,244	C\$52,059
Female	50%	53%	50%	50%
Employed full-time	63%	60%	66%	60%
Has a college degree	45%	33%	30%	18%
Has broadband at home	49%	41%	64%	55%
Technology optimist	67%	53%	65%	49%
Online tenure (years)	6.3	5.3	6.0	4.8
eCommerce tenure (years)	3.8	3.2	3.1	2.5

Base: North American online consumers

Source: Forrester's Consumer Technographics® 2005 North American Benchmark Study

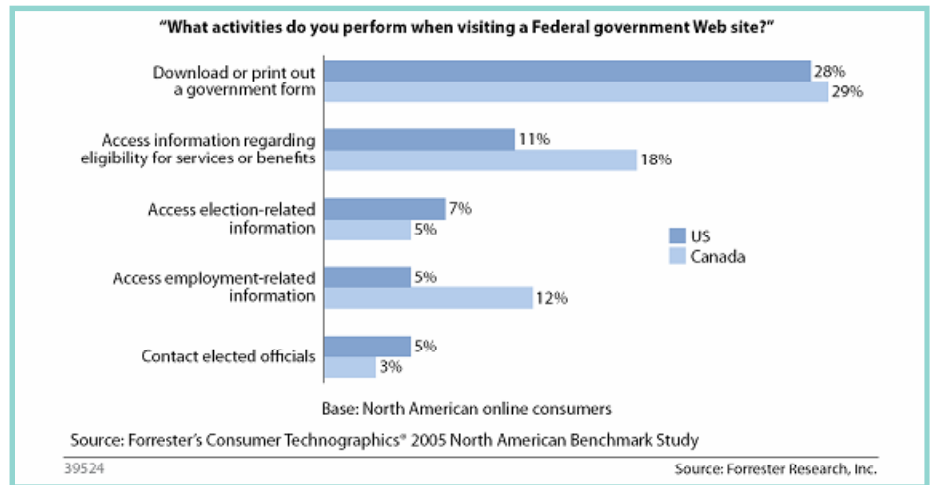
39524 Source: Forrester Research, Inc.

The most popular activities on federal and state sites involved downloading or printing government forms.

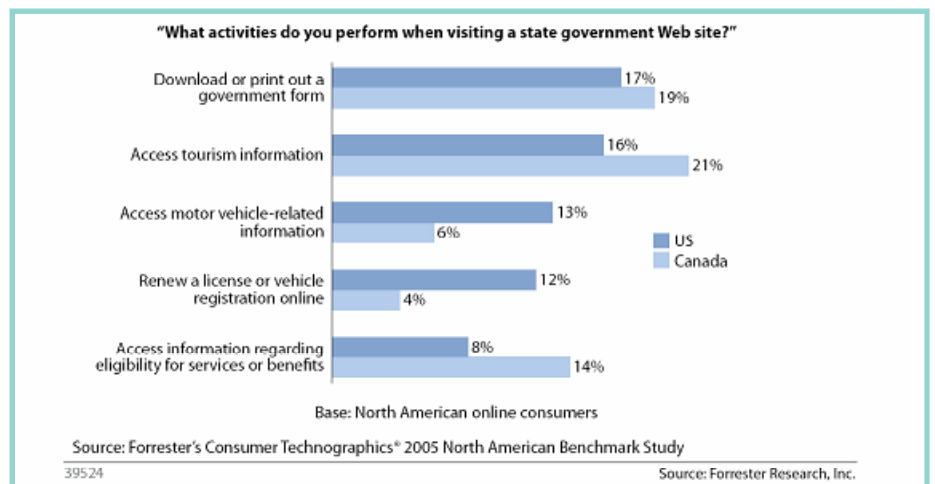
Over half of all Internet users have access to always-on broadband Internet connections at work or home. Over one-third of Americans now own devices (e.g., laptops, cell phones, and personal digital assistants (PDAs)) that can access the Internet wirelessly. Wireless access is making the Internet continuously available and will only enhance the value and utility of e-government services and Web sites.

Forrester also assessed citizen use of the Internet by level of government in the United States and Canada. This assessment reveals some interesting points in terms of understanding citizen activities when they go to government Web sites. Figure 7 considers what activities citizens most commonly use on federal government Web sites. Figure 8 looks at citizen use on state and provincial Web sites, and Figure 9 looks at activities on local government Web sites. Interestingly, the most popular activities on federal and state sites involved downloading or printing government forms. Local sites were most heavily used for accessing tourism information. Of the three types of sites analyzed, government forms were in the top three uses by all types of government site users. Travel and tourism information were most commonly sought on local and state sites.

Each of these graphs provides an interesting look at what citizens are looking for on government sites and implies the need for some conscious alignment of service offerings.

**Figure 7. Federal Government Site Uses by Most Common Activities**

Federal level Web site users tend to download government forms and access benefit program information.

**Figure 8. State and Provincial Government Site Uses by Most Common Activities**

State level Web site users primarily download forms and then seem to focus on tourism and vehicle information.

**Figure 9. Local Government Site Uses by Most Common Activities**

Local government users tend to access tourism and real estate information, and download government forms. Forms represent an obvious new government based transactional application development for all areas of government. Another conclusion drawn from this data is that e-government services should be based upon probable user scenarios, such as getting tourism information and paying fees, rather than just adding new content focused services. Users have a strong focus based upon their use of government forms. Content services that provide information will also be more usable if they are aligned with user scenarios.

Another potentially valuable lesson that can be taken from the Pew, Mitre, Forrester, and Kagel data is that citizens tend not to differentiate government services by level of government but rather by what they are trying to accomplish. In terms of specific services that citizens utilize from government in Utah, Kagel identified that citizens used the following government services:<sup>15</sup>

- Taxes or the IRS 20.7%
- Utah.gov or related 15.5%
- Social Security 12.1%
- Job Search or Workforce Services 8.6%
- Laws, Legislature, or Government Spending 6.9%
- Government Loans 6.9%
- Unemployment 5.2%
- Automobile Licensing 5.2%
- Workers Compensation 3.5%
- Passport/VISA 3.5%
- Business Information 3.5%
- Healthcare 1.7%
- Bankruptcies 1.7%
- Federal Reserve 1.7%
- Armed Forces 1.7%
- BLM or Land Management 1.7%

These data sets lend additional support to the desirability of a no wrong door scenario based approach to delivering government services. The utah.gov portal has an opportunity to transparently connect citizens to government irrespective of government boundaries.

The Kagel study was taken from a stratified sample of 400 Utah household users used to represent population characteristics across the state. The study participants were 71.6% urban and 28.4% rural in composition. This study reported that over two-thirds of the sample had used utah.gov, which is indicative of strong awareness and adoption. The study also noted that the one-third of users that had not visited utah.gov had not done so because of lack of awareness or information.

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## Citizen Expectations and Requirements

The Mitre Group, a research organization which analyzes focus groups, completed a comprehensive survey<sup>16</sup> of citizen expectations of government services. They identified the following expectations by citizens that use government services through the Internet and other more traditional communication channels:

**Competent Service**—Citizens expect to receive clear and accurate information, and for the government to provide the services they expect. Competence for e government services also means that tasks are easy and understandable to the citizen. Citizens in Utah tend to expect 24x7 service availability.

**Timely Response**—Citizens expect that service requests will be addressed within acceptable amounts of time, and that load times will be minimal.

**Convenience**—Citizens expect the government to provide services during the hours and at the locations convenient to citizens. This presupposes access to services outside of normal government working hours. Citizens also expect to be able to choose their preferred channel for communication (e.g., telephone, Internet, e-mail, etc.).

**Courteous Service**—Citizens expect to be treated with courtesy.

**Easy-to-Locate Contact Information**—Citizens expect that government contact information will be located where they are most likely to find it (e.g., in phone books, on Web sites, in government publications, etc.).

**Reliable Service**—Citizens expect that the government will follow through on the commitments it makes to provide the requested services in person or online.

**Privacy and Security**—Citizens expect that the government will protect their personal information and not share it unlawfully.

**Successful Outcome**—Citizens expect that the government will complete the service as expected and provide the needed results.

**Consistent Response**—Citizens expect that they will receive the same response from the government, regardless of the communication channel (e.g., telephone, Internet, e-mail, etc.) they use for contact.

**Availability**—Citizens expect that they can successfully make contact using the contact information they have available to them.

**Social and Ethical Responsibility**—Citizens expect that the government will act in their best interest.

**Fair Treatment**—A citizen expects to receive the same level of service as any other citizen, regardless of the communication channel they select for accessing government services.

The Mitre report also summarized the following citizen expectations based upon preferred service delivery channels:

- “Citizens’ expectations are trending toward reducing the telephone and in-person channel requirements in the future, but not toward eliminating them as major channels.”
- “Many citizens were unaware of [Internet] services that currently exist and did not seem to expect that they would presently exist.”
- “Telephone and the Internet are the preferred channels for expressing (simple/non-urgent) opinions today.”
- “For complex, non-urgent contacts for getting information, Internet was the preferred channel today.”

The telephone and the Internet were identified as key expected government channels for today and the future.

- “Citizens have an emerging expectation that “other” channels with non-traditional technology will be part of channel solutions in the future.”
- “Competent service is the top expectation for the Internet today, followed by easy-to-locate contact information, convenience, timely response, and reliable service. Competent service is the top future expectation, followed by convenience, while all other expectations are much less frequently cited.”

The focus group used by the Mitre study, using citizen respondents, also provides useful insight into what matters to citizens from an e-government perspective.

- “The preference for using the Internet to contact the government has increased overall; the expectation for in-person contact in the future is declining.”
- “Citizens plan to still use all current channels to contact the government in the future.”
- “Citizens expect that their information will be available and consistent, no matter how they contact the government.”
- “The manner in which citizens contact the government is dependent on the reason and nature of the contact.”
- “Citizens expect improvements in the channels most available to them.”
- “The government is not effectively communicating the availability of existing government services and contact channels.”
- “Citizens expect the government to ‘push’ certain services to them.”
- “A transition of citizen expectations is occurring, with growing emphasis on convenience.”
- “Citizens overwhelmingly expect competent service, even to the exclusion of successful outcomes.”



These expectations lay a useful foundation for where the State needs to go with e-government services in the future. Expectations identified in the Mitre study were applicable to citizens in the various roles in which they use government services (e.g., citizen, employee, business, or trading partner, etc.).

The extensive involvement of Utah citizens in the use of online services has a significant impact on other areas, such as:

- Utah Colleges and Universities
- Utah's High Technology Business Community
- Utah Public Education
- State and Local Government Employees

All of these groups have a high degree of awareness of the availability of online channels and services. Consequently, they expect government information and services to be available on the Internet.

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Three critical citizen expectations for successful e-government services:

**Convenience and Satisfaction**—There must be a variety of methods to access government information and services, each convenient, consistent, easy to use, and capable of delivering what citizens want in a way that suits their needs.

**Integration and Efficiency**—Information and services must be integrated, packaged, and presented in timely manner.

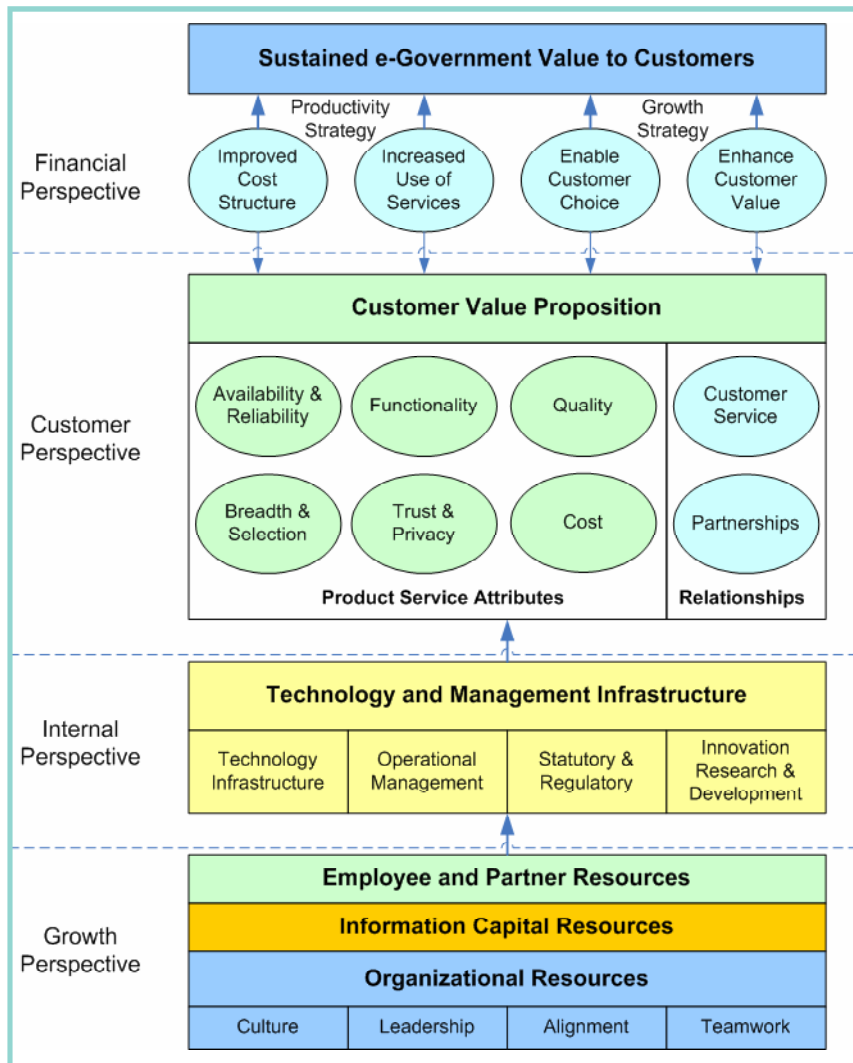
**Trust and Participation**—Citizens and government agencies are more willing to share information across governmental organizational boundaries if the information is authoritative, reliable, and secure. Informed citizens are better able to partner with government in achieving desired outcomes.

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## Strategy Map for e-Government

The e-government strategy map in Figure 10 has been adapted from work by Kaplan and Norton<sup>17</sup> and Forrester Research.<sup>18</sup> Strategy map components are integrated with a balanced scorecard approach for measuring e-Government performance.

**Figure 10. e-Government Strategic Map**



The perspectives and related focus areas in Figure 10 that are directly associated with needs assessment information are explained in more detail in the discussion that follows for the financial and customer perspectives.

## Financial Perspective

The financial perspective represents key components that support expenditure of funds that allow e-government services to enable increased productivity, and demonstrate ongoing growth and increased value to customers through the following strategic areas of focus:

**Productivity Strategy:** Services should be provided with less cost and greater adoption.

- **Improved Cost Structure:** New and emerging technologies and improved business processes have the potential to drive lower costs for agencies and citizens.
- **Increased Use of Services:** Critical success factors for greater customer adoption of e-government services are being identified. Key enablers for making customers more aware of Utah e-government services, such as enhanced search capabilities and better understanding of context, need to be an integral part of the Utah e-government strategy.

**Growth Strategy:** Identify factors that will enable the growth of e-government services by agencies and customers, including:

- **Enable Customer Choice:** Technologies and processes will facilitate customer ability to choose how they use e-government services.
- **Enhance Customer Value:** New value needs to be added to e government services so they are not merely a replacement for existing transactional processes. Government data needs to be logically and practically integrated to provide enhanced value.

## Customer Perspective

The customer perspective focuses on two key areas:

**Product Service Attributes:** Essential characteristics of successful e-government products include:

- **Availability and Reliability:** Services need to be available and reliable whenever customers need to use them.
- **Functionality:** Services need to do what they say they will do in a practical and usable manner.
- **Quality:** Services offered through e-government need to meet expectations and add value to the customer experience.
- **Breadth and Selection:** Services need to meet a wide range of customer needs and provide clear and capable alternatives for customers to interact with government in a wide variety of ways. Service offerings need to move beyond just the automation of existing services.
- **Trust and Privacy:** Services need to leverage the trust associated with government and clearly reinforce the safety of using online services in conjunction with respect for rights of privacy.
- **Cost:** Customers of e-government services should not be penalized for doing business online. Services need to offer tangible savings in terms of time or actual costs that benefit customers.

**Relationships:** Key areas for relationship development for e-government focus on:

- **Customer Service:** Multiple channels are needed for citizens to reach agencies and solve problems. Internet e-government services are a primary focal point. Citizens need to be transparently connected to agency resources, including people, using technology as a vehicle.
- **Partnerships:** Business, federal, and local governments need to establish a partnership to bring the best possible public information to citizens without regard to organizational boundaries and limitations.

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## Customer Alignment Measures of Success

Overall measurements of success for e-government are essential for the State to understand when progress and useful results are attained. Performance measurements of e-government that focus on alignment with customers include the following general areas of evaluation:

### **Clear Definition and Identification of “Citizen-Centered” Service Opportunities**

Define opportunities for citizen-centered e-government initiatives. This serves to focus discussions with agencies on “transformational” uses of information technology within agencies, and identifies bona fide citizen-centered e-government initiatives conceived and launched during FY2007-FY2009.

### **Citizen Adoption of e-Government Services**

Metrics need to clearly assess adoption rates on e-Government services versus traditional methods of doing State business.

### **Stakeholder Input**

Does the e-government service respond to and measure clearly identified expectations of stakeholders and customers? Use needs assessment methodologies are necessary to align e-government services with customer requirements.

### **Document Measures of Cost Savings and Improved Program Performance**

The State must document and compare how agencies align and measure the impact such initiatives have on reducing costs and improving program performance and savings to citizens.

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## Summary and Conclusions

Customer requirements for using e-government services in Utah are likely to parallel data from other national studies such as Pew and Forrester. Utah Internet users and non-Internet users have demographic characteristics that are very similar to national norms. Citizen expectations are also likely to parallel the conclusions from the Mitre study. If these two assumptions are correct, then we can begin to draw some conclusions about aligning the needs of Utah citizens to e-government services.

### Utah Citizen Characteristics<sup>19</sup>

- **Population Age**—Median age of 28.5 in 2005, rising to 30.2 in 2010.
- **Population Growth**—2.4% per year, leveling to 1.8% per year through 2010.
- **Working Population**—60.2% working, 7.94% retired through 2010.
- **Education**—90.6% have a high school diploma and 26.8% have college degrees.
- **Income**—Average household income in 2005 was \$53,693.
- **Technological Sophistication**—Over 62.6% have Internet access, 74.1% have a computer at home, and approximately 50% have broadband Internet access.

### Citizen Expectations

- Preference to use the Internet for government services is increasing.
- Competent service is the number one expectation of citizens, followed by:
  - Easy to Locate Contact Information
  - Convenience
  - Timely Response
  - Reliable Service
- Citizens expect government information to be accurate and highly reliable.
- Citizens expect improvements in channels for government services, and Internet expectations are shaped by other Internet experiences.
- Privacy and security are core expectations for using e-government.



## Citizen Use Scenarios

Citizen use of government service is largely scenario driven and an effectively aligned e-government implementation will support those scenarios. Examples of common scenarios include:

- Downloading, printing, or completing an online government form.
- Gathering tourist and travel information.
- Renewing a real estate license.
- Renewing a driver's license.
- Renewing boat and vehicle registrations.
- Making campground reservations at a State park.
- Buying a hunting or fishing license.
- Filing a Utah tax return.
- Checking eligibility and benefits information.
- Reviewing election and voting information.
- Finding a job with the State of Utah.
- Gathering information on starting, running, relocating, and closing a business in Utah.
- Answering questions about relocating a family to Utah.
- Checking licensed child care providers.
- Finding a school and other education related information.
- Accessing Utah library information.
- Checking on Utah road conditions.
- Filing an insurance complaint.
- Ordering vital records.

Many more scenarios could be added that align with how people choose to interact with government. Government forms offer one of the greatest opportunities for expanding the range of services for e-government, improving the citizen experience, and enhancing agency efficiency.

Fundamental to the concept of a needs assessment is the conscious alignment of citizen requirements with agency services in the context of the Governor's key focus areas. This study identifies three critical expectations for successful e-government services:

**Convenience and Satisfaction**—There must be a variety of methods to access government information and services, each convenient, consistent, easy to use, and capable of delivering what citizens want in a way that suits their needs.

**Integration and Efficiency**—Information and services must be integrated, packaged, and presented in timely manner.

**Trust and Participation**—Citizens and government agencies are more willing to share information across governmental organizational boundaries if the information is authoritative, reliable, and secure. Informed citizens are better able to partner with government in achieving desired outcomes.

When engaging government, each of these expectations should be met within the context of familiar scenarios. Convenient access and customer satisfaction assumes that the underlying technology is transparently integrated into the government support channels. Integration and efficiency imply a cross-agency, customer-centric focus to providing government services, and there should be a “no wrong doors” approach, implying a deeper contextual awareness, to integrating these services. Gaining the trust and participation of citizens requires information sharing across organizational boundaries and an assurance that privacy and security issues continue to be properly addressed.

While the needs of Utah citizen’s for e-government services—and their corresponding usage patterns—are not markedly different from other national studies, the degree of Internet penetration and computer access in Utah opens many new opportunities. Utah citizen’s are technologically aware and will demand ongoing improvements in how government provides electronic services. In time, downloading forms, while commendable, will not be as acceptable as online form completion and acceptance by agencies.

Convenience requirements, and diverse use of different types of Internet platforms, will drive changes and service requirements. Consideration of the Governor’s areas of focus helps to place emphasis on what matters and provides substantial opportunity to develop new and highly visible e-government service offerings. Agency business focus is key to ensuring that e-government is acting in appropriate partnerships with agency missions and services. Understanding the needs of citizens and integrating them into Utah e government will form the foundation for long term adoption, and success of services that are wanted and needed.

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There is a compelling need to continue to move in the direction of IT-enabled, e-government services for the citizens of Utah. This requires added focus on advanced networking and Web portal skills and solutions, effective data management approaches, and a focus on security and information protection capabilities that can provide appropriate protection without unnecessarily complicating citizen access.

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## Endnotes

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